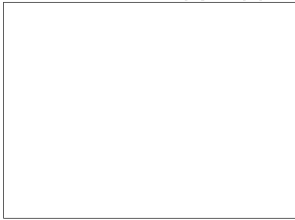


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PROGRAM FOR
SENIOR MANAGERS IN GOVERNMENT
PROGRAM FOR
SENIOR EXECUTIVE FELLOWS

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May 4, 1988

TO: Participants, Groups I, II, and III
Intelligence Assessment and Policy Program

FROM: Nancy Huntington

Because of renovations at the International Club, we have changed our May 19th meeting of the first three groups of the Intelligence Assessment and Policy Program to the Capital Hilton, 16th and K Streets.

The time of the meeting remains the same, 5:30 pm; it will be held in the Federal Room of the Capital Hilton, and drinks and dinner will follow in the South American Room. I hope this does not present any problems for you. If you have not let me know as yet whether you will be able to join us, please do so soon.

I am including a memo on the agenda for the evening. We are all looking forward to seeing you on the 19th.

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MEMORANDUM FOR PARTICIPANTS IN THE INTELLIGENCE ASSESSMENT AND POLICY
"ALUMNI" SESSION

We very much look forward to seeing you on the 19th at the Capital Hilton. It seemed a good idea to bring the three groups together, as well as good fun to see all of you again. To start us off in discussion, Doug Garthoff, Martha Kessler, Bob Sinclair, and Charlie Turgeon have agreed to focus on what seemed a striking difference between the conclusions that the second and third runnings of the seminar came to in their discussion groups.

They will testify, but here's a summary: the second seminar seemed to express how hard it was to get good analyses before "policy makers." Doing so required a kind of entrepreneurship that was new, a diversion and, finally, perhaps not the line of country that had attracted analysts to their profession.

By contrast, the third group seemed much more sanguine. In general, the connection between intelligence and policy seemed to be working. The change over the last few years was large. Now, analysts routinely spend a large chunk of their time---just how large was the subject of some dispute---working the policy community to appraise it of products, find out what is afoot and learn what analyses would be welcomed.

We wondered how much the changed role of Congress and congressional "consumers" was involved in these changes---a topic for discussion on the 19th. That expansion of the circle of consumers provides another way to get good analyses into the game. But it also implies pitfalls, for individual analysts and for intelligence as a whole: witness the Congressional Budget Office as a rival to OMB.

We suggest a three-part agenda for the 19th:

- o this difference between the second and third groups as a springboard for a broader discussion of what has changed and what hasn't in the intelligence-policy relationship as you see it, what works and what doesn't;
- o at some point before dinner and just after we'll be prepared to say a few words about what we think we've learned;
- o then, we'd appreciate your suggestions about how to make the seminar better, what things to do beyond it, what cases we should be looking into---in short, your reflections, after some time has passed, about the entire venture.

See you on the 19th!